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## **Analysis of College Practices In Students Organization Accounting With Recommendations For A Standardized Procedure**

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ANALYSIS OF COLLEGE PRACTICES IN STUDENT ORGANIZATION  
ACCOUNTING WITH RECOMMENDATIONS FOR A  
STANDARDIZED PROCEDURE

being

A thesis presented to the Graduate Faculty  
of the Fort Hays Kansas State College in  
partial fulfillment of the requirements for  
the degree of Master of Science

by

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Fort Hays Kansas State College

Date

July 31, 1952

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## CHAPTER I

### THE PROBLEM OF MAINTAINING ADEQUATE STUDENT ORGANIZATION ACCOUNTING RECORDS

The situation in regard to student organization accounting is very nearly chaotic. Colleges and universities have long realized that student organizations do not keep adequate records, but few of the smaller colleges have taken the necessary steps to remedy the situation.

The problem was stated several years ago by T. G. Carlson, Business Manager of the University of Arkansas, in a report to a group of business officers. In commenting upon the audit practices of schools, Mr. Carlson said, "Many schools had a perfunctory supervision but only three or four had developed a thorough-going audit."<sup>1</sup> Mr. Harold C. Hand in his book Campus Activities declares that there has been a vast expansion of the student-activity programs and this "has given rise to numerous problems associated with the financing of these projects."<sup>2</sup>

While the problem has been recognized for some time, very little has been written on the subject and as far as can be determined no comprehensive plan of student organization accounting for small

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1 T. C. Carlson, "Audit and Control of Finances of Student Organizations," Proceedings of the Central Association of College and University Business Officers, 1924, pp 49.

2 Harold G. Hand, Campus Activities, McGraw-Hill Book Co., Inc., New York, 1938, pp 319.

colleges and universities has been presented. In addition to the two references mentioned previously, there have been several papers presented at regional and national meetings of college and university business officers. These in general dealt only with the problem as encountered in a particular university (Stanford University<sup>3</sup> and University of Illinois<sup>4</sup>) and offered no recommendations for an over-all plan of student organization accounting for small colleges and universities.

Historically, each organization kept its own records, had its own bank account, and paid its own bills if there was enough money in the treasury to do so. Recently, in an attempt to correct this delinquency on the part of the organization to keep adequate records, there has been a shift from this individual organization bank account and complete independence of college supervision, to a system whereby the college acts as the bank.

The mere fact that the college now receives the funds and writes the checks has not eliminated the problem. Organizations still fail to maintain adequate records, to budget their income and expenditures, and in some cases are still unable to meet all the bills presented to them for payment.

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<sup>3</sup> E. S. Erwin and J. S. Corley, "Control of Student Body Affairs," Proceedings of the Western Association of College and University Business Officers, 1939, pp 53-61.

<sup>4</sup> C. A. Webber, "Institutional Control of Finances of Student Organizations," Proceedings of the Central Association of College and University Business Officers, 1937, pp 100-104.



The failure of the organization to keep adequate records may be due in part to the failure of the organization officers and sponsors to realize the importance of the prompt payment of accounts and the necessity for accounting for the receipt and expenditure of all money handled by the organization treasurer. Obligating the organization for more than the treasurer is able to pay creates an embarrassing situation and may cause repercussions that are detrimental to the life and spirit of the organization.

Colleges and universities must be concerned about how organizations conduct their financial affairs. While the college may say that it has no responsibility for the accounts of the student organization, it cannot close its eyes to the mismanagement of student organization funds any more than it can close its eyes to the mismanagement of college funds. Legally the college may not have any responsibility, but morally, and from a public relations point of view, it must assume the responsibility. Student organizations do business with a number of the same firms or individuals as does the college. Most businesses associate the student organization with the college and thus any unpleasant relationships between the student organization and the business firm will tend to reflect upon the credit of the college.

Providing adequate records for the use of the student organization is not enough. There must be a system of audit and control that will eliminate the possibility of petty graft and will provide the information necessary for the efficient operation of the

organization. Today most organizations completely overlook this phase of student organization accounting. They have not recognized the fact that an audit and a financial report at the end of the year are just as important as any other phase of the accounting procedures. Treasurers pass on inadequate records to a new treasurer without an audit or financial report. The new treasurer accepts knowing not whether the amounts shown in the books are correct or if all of the outstanding bills have been paid.

If only efficiency in the handling of student organization accounts were all that was desired, the situation could be easily corrected by the elimination of organization treasurers and the hiring of one individual to do the accounting work for all organizations with centralized control, one bank account and a number of other short cuts. However, a system must be devised whereby control is left in the hands of the student organization treasurer in order that as part of his college training he may "learn by doing." In addition to providing training for the organization treasurer, the system must also be so designed that the organizations have as much freedom and independence as possible from the dominance of the college officials.

The status of student organization accounting is exemplified in some of the comments received in reply to the questionnaire that was mailed to a number of small colleges and universities.

"Our experience has been that organizations do not keep very accurate records." (Illinois)

"I think we have been very fortunate that we have not been drawn into problems in connection with these organizations, and I have no doubt that someday we will be." (Indiana)

I am enclosing your questionnaire on organizational accounting, apologizing for the fact that I cannot use College as a good example in this matter. Our organizational accounting procedure is very weak. It is one of the things on my agenda to get after. I would appreciate it, if you do compile the findings from this questionnaire, if I could have a copy. (Kansas)

"This is a problem with us too. If you find any answers, I certainly would appreciate getting a copy." (Kansas)

"Have been studying the problem to find a more efficient system. Would be glad to receive any suggestions resulting from this study." (Nebraska)

"We are working on improvements now, it not easy but we are making progress." (Oklahoma)

"We are having trouble with yearbook and student paper accounts. This year each will show a deficit." (Oklahoma)

Our system works but the organizations would profit from keeping their own budget and accounting records instead of depending entirely on our office. It is necessary that all organizations operate through the business office to avoid trouble with accounts." (South Dakota)

From the foregoing comments it can be assumed that the problem of student organization accounting is not restricted to any one college, but that it is almost a universal one about which college officials are concerned.

## CHAPTER II

## PRESENT COLLEGE PROCEDURES

## Definition of Terms

For the purpose of this study the following definitions have been used:

- Audit                    An independent test or check made by some competent agency to determine the correctness of the accounts and reports maintained by the organization.
- Budget                    A plan carefully prepared in advance covering the income and expenditures of the organization for the school year.
- Control                    A clearly defined procedure through which all matters relating to the income and expenditures of the organization must go.
- Journal                    A book of original entry of cash receipts and cash disbursements made by the organization.
- Organization              Those associations of students within the college that are recognized by the college and may be supported by assessments upon the student body or by dues and membership fees paid by the members of the organization.

## Analysis of Present College Practices

In an attempt to determine the kinds of records student organizations in small colleges and universities maintain at the present time, college business officers in 200 colleges in 11 central and western states were asked a number of questions about the accounting procedures of student organizations in their college.

There were several objectives kept in mind in setting up the questionnaire. First, it was thought important to determine how much control the college exercised in student organization finances. Was there a mere perfunctory supervision of a sponsor or a well organized plan of procedures outlined by the college?

Secondly, it seemed important to know how the control was exercised. Are there methods of control such as budgets, prior approval of expenditures, audits and reports used by the colleges.

Last and most important, was there at present, or could there be developed, a uniform system that would aid in improving the accounting procedures of student organizations. The business officers were asked to report on the systems in use in their college and to give their recommendations for improving the system. They were also asked to enclose samples of the forms in use in their present system.

With these objectives in mind the questionnaire<sup>1</sup> was

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1 See Appendix A, page 54.

prepared and mailed to 200 small colleges and universities in the central and western states. The survey was limited to those colleges and universities with estimated enrollments of 1,500 or less and to those colleges offering at least the bachelor degree. Thus junior colleges and the large universities were excluded from the survey since it was believed that the problems encountered in these two types would be of a different magnitude than those encountered in the smaller schools. The colleges, by states, replying<sup>2</sup> to the questionnaire are shown in Table I.

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<sup>2</sup> See Appendix B, page 56.

TABLE I

## COLLEGES BY STATES REPLYING TO THE QUESTIONNAIRE

State	Number
Colorado	4
Illinois	20
Indiana	14
Iowa	14
Kansas	16
Missouri	13
Nebraska	8
New Mexico	5
Oklahoma	9
South Dakota	9
Texas	15
Total	127

A tabulation of the replies by size (student enrollment) of the colleges reporting is given in Table II.

TABLE II  
COLLEGES CLASSIFIED BY ENROLLMENTS

Enrollment	Number
100 to 250	23
251 to 500	40
501 to 750	33
751 to 1000	17
1001 to 1250	3
1251 to 1500	3
Over 1500	8
Total	127

The first problem was to determine how student organization accounts are being handled in the small colleges and universities at the present time. In replying to the question "How are student organization accounts handled at your college?" 30 (23.6%) of the colleges business officers indicated that the student organizations were responsible for the complete handling of the account. In seventeen (13.4%) of the colleges there was a combination, some



were handled through the business office and some were handled by the student organizations independent of any central office of the college. The college business office handled the account in 70 (55.1%) and in the other 8 (6.3%) there were various other methods of centralized control. In some of this last group such offices as the Dean of Students, the Faculty Sponsor or a student auditor were responsible for the student organization accounts.

It was assumed that where the accounts were completely under the control of the individual student organizations there would be separate bank accounts. Where the accounts were handled by the college business office, 77 (60.8%) reported that the funds were kept in one bank account. Some of the advantages to be gained by centralizing the accounts in the business office, were evidently lost by the 14 (11.0%) colleges that maintained separate bank accounts for each organization.

There were several other methods of handling the funds of student organizations indicated in replies to the question in regards as to how the accounts are handled. In one college the faculty sponsor took complete charge of the account, even to the point of carrying the organization funds in his checking account.

In only 15 (11.8%) of the colleges were no cash receipt records maintained by the student organizations. Uniform cash receipt books were used by 60 (47.2%) of the colleges. Various other forms of cash records were in use by 33 (26%) of the colleges. Among these forms were the receipts issued by the business office to

the organization when cash was deposited by the organization.

In 87 (68.5%) of the colleges the business office writes the check directly to the firms in payment of the accounts as authorized by the organization. In 14 (11%) of the colleges the checks are written by the organization and countersigned by the business officer. This countersigning by the business officer usually occurred when the responsibility for the accounts was centralized in another office. However, several business officers evidently countersigned checks when the accounts were maintained by the individual organizations. The sponsors were required to countersign check in six (4.7%) of the colleges.

Authorization for payments or withdrawals from the accounts are made on standard voucher or authorization forms in 53 (41.8%) of the colleges. There was a combination of standard forms and the marking of approval on the invoice in nine (7.1%) of the colleges and in 33 (26%) of the colleges payments were made when an approval was marked on the invoice and presented to the business office. Various other methods were used in 13 (10.2%) of the colleges. Among these other methods was the use of a form similar to checks. These forms directed the business office to pay to the creditor a specified amount and indicated the purpose of the payment on the face of the authorization or an invoice was attached. These orders to pay were stubbed like regular checks, thus giving the organization the semblance of a checking account and checking account records.

The treasurer is still the most important officer in authorizing

the payment of bills. His signature was required in 83 (65.4%) of the colleges while the president of the organization could authorize the payment of bills in 56 (44.1%) of the colleges. The secretary was the least important, his signature being required in only 19 (15%) of the colleges. Surprising was the number of colleges 45 or 35.4% that required the signature of the sponsor as well as that of one or more of the officers of the organization before payment of bills could be made.

There was almost a universal "no" to the question "Are student accounts paid without an authorization from some member of the organization?" There was only one "yes" while 70 (55.1%) said "no" and 15 (11.8%) indicated that payments were made sometimes when the students were not easily reached or in times of emergency.

For all intents and purposes one could report that the services of the college business office were free to the student organizations. Only five (4%) of the colleges made a charge for the handling of the student organization accounts. One college used a student auditor who was paid \$300.00 for handling the account. One college charged ten percent of the student activity fee collected at registration time. One charged from one to two percent of the money handled. One college charged five cents for each entry and one made a charge but it was not indicated how the charge was determined.

One of the initial premises of this study was that the colleges had some responsibility for the debts created by student organizations. However, only five colleges indicated that they felt a full responsibility for the debts created by the student organizations. The

balance of the colleges stated that they assumed no responsibility but a number were not entirely sure this was quite the right answer and hence qualified their statements.

While the college may not think it has any responsibility the creditors of the student organizations may think otherwise. This was emphasized by an official of an Iowa college when he commented, "Don't claim to assume any but we find that 'outsiders' look to us so if the bills aren't paid, we have to pay them."

Along with this same general trend of thought a representative of a college in Illinois said, "Theoretically - none. However, if a debt should be incurred the college would feel responsible to clear the debt if the organization could not."

A school in Missouri, while claiming no responsibility for student organization debts, recognized the fact that creditors could not be disregarded. The business manager of this school commented on the responsibility assumed for student organization debts in the following manner, "Theoretically none, however, in the few instances where the organizations have overdrawn their accounts (bills come in after school is out) we have always been able to work out something, usually by drawing on the next year." Another college in Iowa falls into this same general group. "No responsibility assumed, but there have been times when college had to assume student organization debt," said the business officer.

A number of other colleges while disclaiming any responsibility for the student organization debt directly, must feel that there is an

indirect responsibility. A college in Illinois makes clear this feeling of responsibility when its business manager states, "The college usually does not assume any responsibility for obligations incurred by a student organization. We, however, keep careful accounts so that the groups are solvent all of the time." An officer of a college in Colorado commenting in this same vein said, "We endeavor to see that all organizations have money before contracting debt."

A school in Nebraska would evidently give assistance to creditors by bringing the account to the attention of the proper officials. This business manager said, "No legal responsibility; but an attempt is made to contact faculty sponsor and student officers if a debt is reported to college officials." This same type of assistance is probably given by an Oklahoma college whose business officer reported, "Only assist in seeing that payment is made by those responsible."

A college in Indiana also attempts to give the creditors some help in collecting from student organizations. While claiming there was no responsibility, this official commented, "No agreed responsibility but we have taken responsibility of seeing that some method of payment is worked out."

Three colleges while not formally accepting the responsibility for student organization debts indicated that in the event that it became necessary to assume this responsibility they would do so. An Illinois college representative stated it this way, "We have never

experienced this problem but would assume responsibility when reasonable." An Iowa college official had this to say about assuming responsibility for the debts, "Ultimately we would be responsible but so far we have not had any difficulty." An Indiana college business officer stated, "Theoretically none, but actually do not see how we could deny it for accounts which we keep."

College credit and the standing in the community may be affected by the actions of student organizations in regards to payment of their accounts. This was recognized by a Kansas college when its business officer stated, "None in general, however, there have been a few instances of college intervention in student finances to safeguard college credit."

"College has moral obligation only", said an Illinois college representative and this would seem to be the general opinion held by a number of college officials as indicated by the previous comments. Perhaps there is not a legal obligation to pay the debts of student organizations, but a number of colleges are anxious to see that there is a prompt payment and a harmonious relationship with the creditors with whom the student organizations are dealing.

Budgeting of income and expenditures should be an important part of student organization finances and a number of colleges have realized this since 46 (36.2%) require budgets. An additional 51 (40.2%) do not require budgets but recommend that budgets be prepared. The college business office stands ready to assist in budget preparation as 72 (56.7%) of the colleges reported that the business office gave student organizations assistance in budget preparation.

One of the important problems of the survey was to determine the kinds of records which student organizations maintain. Of the 127 colleges reporting, only 25 (19.7%) of the colleges indicated that student organizations kept complete records. However, the validity of some of these replies can be questioned. Comments and answers to other sections of the survey would lead one to believe that while the records were complete they were maintained by the business office for the student organizations, which would not necessarily mean that the records maintained by the student organizations were complete. Accepting all answers as valid would still mean that less than 20 per cent of the organizations kept complete records.

Check stub records were kept by organizations in 19 (15%) of the colleges while 25 (19.7%) of the colleges reported organizations keeping a check and voucher system. The balance of the colleges reported the records as "various", "memoranda only", "hit and miss system" or some other term indicating that the records were inadequate.

In summary, then, the student organization accounts are usually handled by the college business office with the funds deposited in one bank account. Uniform cash receipt books are used by the organizations. Disbursements are authorized by the officers of the organization with the treasurer's and sponsor's signatures required in a great number of colleges. The authorization for withdrawal of funds is made on a standard voucher or withdrawal form

and payments are not made without authorization from some member of the organization. The business office writes the checks directly to the firm.

Generally colleges make no charges for the services that they render to the organizations. About 36 per cent of the colleges require budgets to be prepared and another 40 per cent recommend that budgets be prepared. The business officer gives assistance in the preparation of the budget.

Colleges are obviously a little uncertain as to just what their responsibility is in regard to debts created by student organizations. The great majority claim no responsibility but a number feel that even if there is not a legal obligation, there is a moral obligation.

Most student organizations do not maintain adequate records. The survey revealed that less than 20 per cent of the college business managers classified the records maintained by the organizations in their college as complete. In addition the survey indicated that there was considerable room for improvement in the matter of uniformity of procedures and practices.



## CHAPTER III

## A SYSTEM OF BOOKKEEPING FOR STUDENT ORGANIZATIONS

This bookkeeping system is designed primarily for use of the student organization that operates through the business office. However, only minor revisions would need to be made if the organization operates independently of the business office. In the latter case the cash receipt form should remain the same with the exception of the triplicate copy which could be eliminated since the receipts will not be deposited with the college business office. In this case the duplicate copy could become the permanent record of the organization.

Organizations operating independently of the business office would want to retain the charge sheet, the cash receipts journal and the cash disbursements journal as set up for the centrally controlled organizations.

The suggested authorization form might be dropped in favor of a marked approval on a copy of the invoice, since the additional information provided on the authorization form would be provided in the check stubs of the organization check book.

Organizations operating independently of the business office would make their deposits directly into their bank account and would write the checks directly to their creditors.

Outside of the changes indicated above the forms and procedures hereafter outlined would be equally adaptable to a centrally controlled

or an individually controlled organization accounting procedure. The plan in general attempts to establish good accounting practices and procedures and yet to keep the system simple enough that a treasurer without previous training can maintain a complete set of records that will provide the information the organization needs to plan a wise financial program.

#### Outline of Procedures

The first important step in financial management of the organization is the proper handling of its cash receipts. The organization will be receiving cash from its membership, from sale of items such as cokes, tickets, etc., and from a number of other sources. To avoid errors and misunderstanding about the payment of membership dues or the amount received from a particular source all cash receipts from any source should be properly receipted. The receipts should be made out in triplicate, the original going to the person giving the cash, the duplicate to the business office for their records when the deposit is made, and the triplicate becomes the organization's permanent record.

The cash receipt book should be a bound pre-numbered receipt book. It may be of the multiple type, that is, several receipts to a page, or the individual receipt type with only one receipt to a page. The first and second copies should be perforated to provide ease of handling. It is important that the book be kept in a safe place when not in use with only the person authorized to write receipts having access to it.

Only the treasurer or other authorized individual should receive cash. He is the one that will be held responsible for the proper accounting of all money received. If there is the need for more than one person to receive cash, the treasurer should delegate this authority, but even here extreme care should be used. The more individuals receiving cash the more chances for errors and misunderstandings.

The receipt should be properly signed and delivered at the time the cash is received. This is the very essence of a cash receipt system. A receipt written a week after the transaction, if it gets written at all, may be for the correct amount and for the right purpose but there is a wide margin for errors.

The purpose for which the money is received should be indicated on the receipt since this information will be needed for later classification of the receipts. All the numbers of the receipt book should be accounted for by cash on hand or if voided all copies should be stapled together and left in the book. There may be no fraud in connection with missing receipt numbers but it is apt to raise questions by an auditor at the time the account is audited.

When the money is deposited in the business office, the treasurer should receive a receipt from the business office showing thereon the organization receipt numbers covered by the deposit, the name of the organization and the name of the individual making the deposit. It will aid in auditing of the organization account at a later date if some notation in the margin on the last receipt

deposited is made in the organization receipt book. This notation should show the date, amount deposited, business office receipt number and the initials of the cashier receiving the money. With this information the auditor is able to follow the cash from the organization receipt book through the business office receipt book to the organizations ledger in the business office.

## FORM I

## SUGGESTED ORGANIZATION RECEIPT FORM

		No. 45678
Organization _____		
Hays, Kansas _____		date
Received of _____		\$ _____
Purpose _____		
		Treasurer

In addition to the receipt book, most organization treasurers will find it convenient to use a charge sheet similar to the one outlined on the following page. This charge sheet should list all the members of the organization and the most common charges that will be made against the members. This charge sheet can be readily

referred to in case there is any question concerning payment of dues, special assessments, etc. Since the names will be in alphabetical order it will be easier to find the amount owed or paid by a member than thumbing through a number of receipts in the receipt book. It should, however, be used only as a guide, the complete listing of cash receipts should be made in the cash receipts book.

Payments may be indicated on the charge sheet by checking or by writing in the receipt number beside the amount charged. New sheets should be made through out the year as needed.

## FORM II

## SUGGESTED CHARGE SHEET

Name	Annual Dues	Fall Picnic	
Jim Arnold			
Joe Black			
Tom Brown			

Disbursements from the organization account should be made only upon the proper authorization. Here again the treasurer or other authorized person should be held accountable. If more than one person or if a strict procedure is not followed, it will be almost impossible for the treasurer to keep track of the bills that have been paid or the amount of money remaining in the treasury. Only by following the procedures outlined can a complete set of records be maintained and confusion and misunderstandings be eliminated.

It is suggested that the business office have on file from each organization an authorization card. This card should show the name of the organization and the person or persons authorized to make withdrawals from the account. The person or persons authorized to make the withdrawals should sign the card, thus giving the business office a means of identification in case of doubt about the authenticity of any withdrawal authorization. Needless to say, the business office should not make any payments except upon approval of the authorized person or persons.

The authorization form should show to whom the check is to be made payable, the amount to be paid and the purpose of the payment. It should bear the signature of the treasurer or other authorized person.

If the payment is for supplies or materials for which the creditor has issued an invoice or statement, this should be attached to the authorization form; that is, if the invoice has been turned over to the treasurer for payment. It has been the author's experience

that organizations in the excitement and rush of preparing for a dance or party frequently allow a number of individuals to purchase supplies and materials. All too frequently a number of the invoices covering these purchases never reach the treasurer. If the treasurer is told of the purchase, it might be well for him to ask for a duplicate invoice which could be attached to the authorization form. However, it is the usual case that the first knowledge the treasurer will have of the account will be when he receives a statement from the firm. In this case the statement may be attached to the authorization form.

The authorizations should be numbered consecutively as this will aid in checking with the business office and in later audit of the account. A number in which the year is indicated might be helpful, i.e. 52-1, 52-2.

The authorization form has been set up in the form a check book. The only place the form will be honored is at the business office but it will give the organization the semblance of a checking account with the additional information this type of record provides. Careful preparation of the requisition and the stub will give the treasurer a day by day balance of the amount in the account.

FORM III

SUGGESTED AUTHORIZATION FORM

Date _____ No. _____ To: _____ For _____ _____ Balance Forward _____ Deposited _____ Total _____ Requisition _____ Balance _____	<p style="text-align: center;">Student Organization Fund REQUISITION</p> <p style="text-align: right;">No. _____</p> Business Manager: _____ Date _____ Pay to: _____ Address _____ _____ Dollars \$ _____ For _____ <p style="text-align: center;">(List items or attach invoice)</p> _____ _____ For Business Office _____ <p style="text-align: right;">(Organization)</p> Paid _____ <p style="text-align: center;">(date)</p> Check No. _____ by _____ Approved _____
----------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



## Classification of Accounts

In order to assure uniformity in the classification of accounts, the following charts of income and expense accounts have been provided. Student organizations adopting the uniform system should not feel that they are limited to these accounts. Others may be added or all of the ones provided may not need to be used. Changes should be made under the supervision of the business office in order that there will not be too wide a divergence from the uniform classification.

As it would not be convenient to list all of the items appearing under one group in the journal headings, numbers have been assigned to the groups for this purpose. The income accounts have been assigned a two hundred series of numbers while the expense accounts have been assigned numbers in a three hundred series. Any income accounts added should be in the two hundred series just as any expense accounts added should be in the three hundred series.

## CHART OF INCOME ACCOUNTS

- 201 Admissions - sale of tickets to dances, plays, etc.
- 202 Advertising and subscriptions - primarily for use of student publications.
- 203 Memberships - membership fees, initiation fees, etc.
- 204 Sales - sale of merchandise, dinner tickets, cokes, etc.
- 205 Special assessments - assessments in addition to membership fees.

- 206 Student Activity - allocations from the student activity fund.
- 207
- 208
- 209 Miscellaneous.

#### CHART OF EXPENSE ACCOUNTS

- 301 Advertising, printing, photos, publicity.
- 302 Contractual services - entertainers, dance bands, etc.
- 303 Memberships - dues paid to National Offices, etc.
- 304 Salaries and Wages
- 305 Communications - telephone, telegraph, postage.
- 306 Travel expense.
- 307 Supplies and materials.
- 308
- 309 Miscellaneous.

#### The Essential Records

The cash receipts journal is a summary and classification of the cash receipts as entered in the cash receipts book. The journal may be of the loose leaf type since expansion and more flexibility are found in this type than in the bound type. The journal should have a sufficient number of columns to provide for the accounts as listed in the chart of income accounts. Columns will be needed also for date, name, purpose and bank. A few extra columns will enable

expansion of the system if it is found to be necessary at a later date. A sample heading is shown in Form IV.

In using the cash receipts journal, it is of primary importance that all receipt numbers be listed. This would not prohibit the grouping of several consecutive receipts all for the same purpose. For example, if ten members paid dues on receipts numbered 105 through 114, this might be listed in the journal as one item. There would be one entry in the bank column and one in the 203 column (membership) instead of making ten separate entries. This will simplify the number of entries necessary in the journal. Any question as to the items covered could be checked by receipt number back to the cash receipts book.

The journal should be footed periodically, usually at the end of the month. The distribution among the various income accounts should equal the amount deposited as shown in the bank column. The account should be checked at intervals with the records in the business office to ascertain if the two accounts are in agreement.

FORM IV

CASH RECEIPTS JOURNAL

Date	Receipt	From	Bank	201	202	203	

The entries in the cash disbursements journal should be made from the requisitions. This record is a summary and classification of the expenditures made by the organization. The entry should show the date, to whom payable, the purpose for which the expenditure was made and the amount. The entry should be properly classified under one of the headings provided in the chart of expense accounts. Care should be exercised in the classification of expenditures as proper classification gives meaning to the reports that are made concerning the expenditure of funds and the purpose for which expended. Proper classification will also aid in preparing budgets for future expenditures. By comparing the amounts spent for certain classifications this year and past years, the organization can judge very closely the amount that will be needed for this particular classification in the coming year.

When the triplicate check is received from the business office, the number of the check should be entered opposite the requisition number. This will facilitate any cross-checking that might be necessary between the organization treasurer and the business office.

FORM V

CASH DISBURSEMENTS JOURNAL

Date	To	For	Req. No.	Check No.	Bank	301	302	

Student organizations should be required to make periodic reports to the business office. One report a month is probably the ideal but might not be attainable. A monthly report could become a part of the organization's monthly meeting routine. After approval by the organization a copy of the report should be forwarded to the business office.

If monthly reports are not possible, a report at the end of each semester should be required. Reports should be required more often if there is a considerable amount of activity in the account. While this report will be of interest to the business office, it will be of more value to the organization. It is an attempt to have the organization pause and take stock of its present financial condition. Any weak financial situations should be given the attention of the business office. However, frequent reports by the treasurer to the organization and to the business office will go a long way towards preventing difficult financial situations from arising.

Information for the report is taken from the cash receipt and cash disbursements journals and could be set up as shown in Form VI. If there are accounts payable, care should be taken to list them on the back of the form. A good cash balance at the end of the month might be largely offset by accounts payable and failure to list the outstanding accounts would give a distorted picture of the organization's financial condition.

FORM VI

STUDENT ORGANIZATION FINANCIAL REPORT

\_\_\_\_\_ Organization \_\_\_\_\_ Month of \_\_\_\_\_

Balance beginning of month \_\_\_\_\_

Income received during month

201 Admissions \_\_\_\_\_

202 Advertising \_\_\_\_\_

203 Memberships \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Total income for the month \_\_\_\_\_

Total to be accounted for

Expenses paid during the month

301 Advertising \_\_\_\_\_

302 Contractual Services \_\_\_\_\_

303 Memberships paid \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Total expenses paid during month \_\_\_\_\_

Cash on hand at end of month \_\_\_\_\_

List accounts payable by name on the reverse of this sheet.

Date submitted \_\_\_\_\_ By \_\_\_\_\_  
Treasurer



## The Business Office Records and Procedures

The records of the student organization accounts maintained by the business office may conform to whatever type the business office keeps for its other regular accounts. Individual ledger sheets should be set up for each organization. If machine accounting is used, a simple debit and credit sheet should be sufficient. If the machine has a typewriter keyboard, additional information, such as receipt numbers and names of creditors, may be entered.

The business office should issue a receipt to the organization when money is deposited by the organization treasurer. This can be the regular receipt form that is used for other cash transactions of the business office. This receipt should show the organization and the name of the person making the deposit might be of value in later checking of the account. Of course, the organization receipt numbers would be shown on the business office receipt.

In making disbursements from the organization fund, the business office that does not have machine check writing equipment may find it convenient to use the suggested check form. This form should be issued in triplicate. The original copy on safety paper will go to the creditor. The duplicate copy is for the business office and will be used in posting to the organization's account. The triplicate copy will go to the organization as its evidence that the account has been paid by the business office.

In addition to the usual information needed on a check, it

should show the organization name and the organization requisition number. Checks should not be issued without proper authorization from the person or persons designated by the organization. As soon as the requisition is received by the business office, the check should be written and mailed to the creditor.

Another service that the business office can render to the organization is in the writing of purchase orders. This is very important when an out-of-town purchase is being made. The firm does not know the organization and may be either hesitant to make the shipment or if the shipment is made, it will be sent C.O.D. to the organization, causing the organization the additional expense of C.O.D. charges.

If it is adaptable, the regular college purchase order form may be used. Where this is not practical, a special ditto or mimeographed form may be provided. The essential thing is to assure the firm that the organization has the recognition of the college and that the firm can anticipate prompt payment of its invoice. This is usually done by the order being signed in the name of the college by the business manager.

FORM VII  
SUGGESTED CHECK FORM

F O R T H A Y S K A N S A S S T A T E C O L L E G E

STUDENT ORGANIZATION FUND

No. 10767

Hays, Kansas

Date \_\_\_\_\_

Pay to the order of \_\_\_\_\_ \$ \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_ Dollars

The First National Bank  
Hays, Kansas

Student Organization Fund

by \_\_\_\_\_

-----  
(Detach before cashing)

Student Organization \_\_\_\_\_ Requisition No. \_\_\_\_\_

Description

## CHAPTER IV

## CONCLUSIONS AND RECOMMENDATIONS

The study as summarized in Chapter II reveals that there are areas in which student organization accounting could be improved. These can be grouped under seven general headings.

## Audits

Several colleges recommended an annual or monthly audit as the first step in the improvement of student organization accounting. This would be of importance irrespective of whether or not the accounts were under a central office or the individual control of the organization. In this connection a Missouri college officer said, "If the organizations are to continue to keep their own records an annual audit would greatly improve their books of accounts and would stimulate interest in their financial condition."

Note that this Missouri college official believed that an audit would "stimulate interest in their financial condition." This same belief was expressed by an Iowa college representative in this manner, "At one time monthly reports from treasurers were audited. This established a high standard of record keeping and largely eliminated loss of funds. It has been my experience that a monthly audit by a competent faculty member assigned to the task is desirable. This individual can expose questionable practices indulged in by individuals who seek office only for the pecuniary benefits."

Another Iowa college officer recommends, "Keeping a closer check on the treasurer, who he is and his signature and also a system of auditing and returning all records at the end of a year."

These colleges recognize that an audit is necessary not only to prove the accuracy of the records, which is the primary purpose of an audit, but that an audit affords an opportunity to criticize the method of bookkeeping procedures. The audit gives an opportunity to suggest improvements to the organization and to give advice based upon a much broader financial experience than the members of the organization are likely to possess.

The audit is of value to the organization in that it will discover errors made inadvertently by the treasurer and when the audit is completed will give the treasurer assurance that his records are correct. Since the audit would usually be made at the end of the term this assurance as to the correctness of the records is doubly important. It is important to the incoming treasurer who wants assurance that all previous errors have been found and that he is receiving accurate records and the correct amount of cash. It is important to the outgoing treasurer who wants to know that his books are correct and that he is relieved of any further responsibility for the account.

#### Centralized Accounting Procedures

A great number of the replies indicated that student organization accounting could be improved if control of the accounts were centralized in the business office. This was tersely stated by an

Oklahoma college official who said, "Have all transactions run through college accounting system."

Other reporters were not so brief in their statements and pointed out some of the advantages to be gained by centralized control. A business officer of an Illinois college commented:

We find that central control is essential in keeping organizations' credit in the community clear. In larger institution a central office supported from organization funds might be the answer. We include our fraternities and sororities in our accounting plan as well as on campus organizations.

A Nebraska college official, while favoring central control of the organization accounts, pointed out some of the problems to be encountered. He stated:

We have found that requiring all student organizations to secure approved purchase orders from business office before incurring debts very essential. Also requiring all organizations to turn ALL funds to business office before any disbursements are made. Too often sponsors aren't entirely cooperative in this respect in insisting students be impressed with necessity for handling accounts this way.

Other colleges evidently exercised some control although the actual account was not handled by the business office. This type of control could be exercised by requiring reports as indicated by an Illinois college representative, who remarked:

We have not yet attempted any orderly supervision over other student activity income and expenditures. [This college handled only those accounts in which student activity assessment was involved.] We do insist upon a monthly report from the fraternities which have fraternity houses, but other organizations and fraternities which do not have fraternity houses have simply been permitted to carry on their financial affairs as best they can. . . . I think there is no real solution to this problem except to insist that all receipts be deposited with the business office.

A Kansas college official was concerned about the failure to include in governing bodies of student organization faculty members with special training in business administration. This is a type of control that had not been considered when the questionnaire was prepared but the point is well taken. This college business manager observed:

All student organizations should have some central control either by the student council or faculty member designated for such service. Someone from the business office should be ex-officio or a regular member of the controlling organization. Too often the student organization have academic and social representation from the faculty but no one from the central business office. In many cases appropriations are made without care enough as to money on hand. . . .

Thus, from Texas, "They should do all business through the college business office," to Iowa, "I think all accounts should be handled through the business office," college business officers are advising the central control of student organization accounts. In most cases this central control is to be through the college business office, which is equipped to do the accounting work required.

#### Budgeting

While the survey indicated that a number of colleges (36 per cent) required the preparation of budgets, this was still a field in which several colleges believed there was room for improvement. These colleges recognized the fact that budgets are of little value unless adequate records of income and expense are maintained. Thus a Texas college officer said, "For the treasurer of the organization to keep close track of income and expense. Only the treasurer be

permitted to make a purchase or present a requisition to the business manager. Prepare a budget and follow it very closely."

A budget is a plan of operation for the coming year. Comparison of previous years income and expenses may be used in formulating the budget. This planning was emphasized by South Dakota college business managers in its statement, "To meet with their officers and have a definite budget."

The other purpose of the budget is to provide assurance that the program will be within the resources available. After estimating the available income, the program must be planned to not exceed this amount. The budget is of course only a guide and should be revised when it is found to be too far from actualities. The organization should check its reports month by month against the budget and wide discrepancy in the amount of income received and the estimated income might mean that the program would need to be curtailed in some respects.

The importance of complete records and a standard system was emphasized by an Indiana college representative, who stated, "That all recognized student organizations be required to budget and use check and voucher system. We are working on a standard system."

#### Uniform System

A number of comments were received about the inauguration of a uniform system of accounting for student organization use. "More uniformity in bookkeeping procedures," was the brief statement made by an official of Indiana college.



Uniformity in the records and reports of student organizations is desirable for several reasons. Uniformity of the student organization records would greatly aid in making the audit. If the records were all similar, the auditor, would be able to establish certain routine procedures and would not need to waste valuable time in attempting to interpret various accounting procedures. This problem was evidently the one to which the Indiana college business manager had reference when he said, "Standardize treasurer's books for each organization and require student treasurers to have books audited and in balance with business office report at the end of the year."

Uniformity of records would aid the business office in its supervision of the accounts. As in the audit, uniformity of records would save the time of the business officer not only in interpreting the reports, but in processing the deposits and the requisitions for payment of the bills. "Standard procedures for all organization accounts supervised by an interested faculty or staff member with knowledge of accounting. This is something to be desired sometimes if the latter is not connected with the business office." was the comment of an Iowa college official.

Uniformity of records makes a comparison of reports possible. With uniform records there could be a comparison of the operations of the organizations with one another. More important, however, uniform records allows the organization to compare its present operation with its activities of previous years.

The desire for standardization or uniformity of records and reports was widespread. A new Mexico college representative

recommended, "Accounting records of organizations should be standardized." From a college in Illinois came the following, "Require uniform records be kept by the organizations. Budgets to be prepared with cooperation of business office." A college business manager in Texas had this to say about uniformity, "Would suggest strict, uniform system for all organizations with faculty sponsor responsibility required."

### Reports

All of the information accumulated in the uniform system of accounting would be of little value unless reports were made by the treasurer to the organization and to the business office. Some colleges now receive reports as indicated by an Iowa college official, "All student organization must make a monthly statement to business office and their accounts must be audited yearly. With exception of fraternities all organizations must turn in their books to the business office for safe keeping during the summer vacations."

The colleges receiving reports make these reports subject to audit as indicated in the foregoing case and the Texas college business manager who stated, "Each student organization including social fraternities and sororities is required to file an annual report in the business office. This report is subject to audit. Audits are made each two or three years on a staggered basis."

Other college officials recommended that reports should become a part of the student organization accounting system.

"Believe every activity should render a financial report at end of each semester or term as the case may be," said an Illinois college representative. Stressing uniformity and the filing of annual reports, an Indiana college business manager recommended, "Installing a uniform system and filing of annual reports with the business office."

#### Guidance and Training

That student organizations need guidance in their financial affairs was recognized by a number of colleges. The problem was succinctly expressed by a Kansas college official when he said, "It is not the system but the general care that officers of student organizations take in their finances."

Several phases of the education or training of the organization and particularly the organization treasurer in financial procedures was accented by the various colleges in their recommendations. A business manager in an Oklahoma college was concerned about training the treasurer to exercise care in the handling of requisitions. This official stated, "Our experience suggests that individuals who are designated to authorize expenditures should carefully examine each bill and request for payment."

An Indiana college official would expand its training program to include the presidents and sponsors. This college official would "have meetings with organization presidents, treasurers and sponsors and explain the forms and procedures so there is a uniform procedure."

In addition to meetings with the officers of the organizations, written directions would be of benefit in disseminating information about accounting procedures. This type of educational device would be used by a Nebraska college when it was recommended that the "business office prepare a manual on procedures since officers change and express ignorance too easily." This college business manager also recommended "better supervision of faculty sponsor as to major events and budgeting."

The educational process is a never ending one as expressed by a representative of a Missouri college. This official "tried to find time at the beginning of the year to have a brief orientation period with the new business managers or treasurers of each student group for most of them have not the faintest idea of how to keep even simple books or voucher stubs." While this has been helpful this business officer deplored the fact that "the continuity from officer to officer in an organization each year is very poor indeed."

In addition to meetings with the organization officers and written instructions in the form of manuals, specific direction and training should be given to the organization treasurer. This can be done by consultation with the individual treasurers by the business officer.

#### Responsibility of the Sponsors

The business officers replying to the questionnaire would place a great deal of the responsibility for the guidance of the financial

affairs of the organization upon the shoulders of the faculty sponsor. This is a very valid recommendation since the faculty sponsor will be closer to the organization than any other faculty member.

However, several college officials were concerned as to the knowledge of the faculty sponsor for proper accounting procedures or his desire to learn proper procedures. Two Kansas colleges evidently were having difficulties in this respect. The first business manager commented "About the best way to improve student organization accounting would be for the faculty sponsors to become somewhat acquainted with simple business procedures." The other business manager stated, "The system we use works very well in our small student body. Our difficulty lies in cooperation of organization sponsor, who are faculty members, in authorizing expenditures. However, this is gradually being overcome."

This same type of concern was expressed by a South Dakota college business manager when he recommended "thorough education of sponsor so that he can require more adequate cooperation for handling funds." And from an Iowa college came the same recommendation of "education and instructions to faculty sponsors."

In replying to the question, "What kind of records do most organizations keep?" a representative of a Nebraska college had this to say, "Some organizations do excellent job. Some not so good. We find much depends on sponsor or faculty representative."

Another Nebraska college official stated, "We have no trouble with our system. We rely heavily on the faculty sponsor to guide the

organization in financial matters and to see that the organization remains solvent."

It would seem that final responsibility for the successful direction of the organization would rest with the sponsor. He should have some knowledge of accounting procedures or acquaint himself with the procedures used in his college. Without his cooperation the operation of the uniform system through the business office can be made very difficult.

#### Recommendations

The study reveals that the accounting records and procedures of student organizations are inadequate. Certainly there is room for improvement when 80 per cent of the colleges reporting indicated that they considered the records maintained by student organizations in their college as incomplete. Several colleges indicated that not only are the records incomplete but there is little uniformity of records even within a college.

While 60 per cent of the colleges reported the use of uniform cash receipt books, there was wide range of procedures and forms used in authorizing withdrawals from the accounts. The treasurer is the one most frequently authorized to make withdrawals but a number of colleges indicated that other officers could authorize expenditures. Several colleges indicated that withdrawals could be authorized by treasurer or president or other officer. This would seem to be a very poor system where more than one could authorize withdrawals.

From the comments received it can be concluded that student organizations are also weak in the preparation of budgets, making reports and audits of their records.

To improve the accounting records and procedures of student organizations it is recommended that the following steps be taken:

1. The colleges should centralize control of the student organization finances in the college business office. This would mean that all receipts and disbursements would be routed through the college business office in a prescribed manner. Uniform cash books would be used with the treasurer responsible for all cash received by the organization. The treasurer would be responsible for authorizing all withdrawals and checks on the account should not be issued by the business office without the proper authorization form. The organization may require other signatures besides that of the treasurer on the form and, if this is the case, they should be affixed before bringing the requisition form to the business office.

2. The student organizations should adopt a uniform accounting system. It is believed that if the cash receipts and cash disbursement journals as outlined in this study are used the desired uniformity will be achieved. It is recognized that the activities of the organizations will vary to some extent, but it is believed that the classifications have been made general enough that they will apply.

In the event that there is some particular organization activity that should be segregated in the journals, the system can be expanded to care for this item. However, in the interest of

uniformity the organization should be reminded that if this activity is a recurring one, it should be treated in the same manner in succeeding years. Only by a uniform treatment of income and expense in the succeeding years will the records come to have value for a comparison purpose and for assistance in preparing the budget for the coming year.

3. The organizations should be urged to prepare a budget. This is not a must item but to the author it seems that for an organization to start a school year without a budget is about like a ship setting sail without a chart of the waters it will travel. Only by study and planning can the organization carry out the financial portion of any program that it undertakes.

Without previous uniform records or in some cases no records the first few years of budget preparation will be very difficult. However, the organization will be able to make some estimate of what its income and expenses will be for the year. Putting them down in black and white may in some cases cause the organization to realize that it is planning a program that it cannot support and will enable it to make revisions accordingly before it encounters difficulties.

4. The college should institute a program of training for the organization treasurers and this program might well be broadened to include special training for the other officers of the organization.

The treasurer should first of all be made aware of his responsibility. He should not take lightly the handling of the cash the keeping of the necessary records and accounts.

Secondly, he should be given specific training in how to keep



the various records. The business officer, who in most cases should be giving the training, should assume, as one college said, that the treasurers "have not the faintest idea of how to keep even simple books" and begin with the fundamental procedures.

This training program should begin in the fall with as many general meetings with the treasurers and business officer as are necessary to cover the essential records and procedures. These general meetings should be followed up with conferences with those treasurers who have particular problems or difficulties.

It will be necessary for the business officer or his assistants to follow the work of the treasurers throughout the school year and bring any discrepancies in practice to the attention of the treasurer.

5. The organization should make financial reports to the college. It is assumed that the treasurer of the organization will make frequent reports to the organization. How often the reports are required by the college will depend somewhat upon the amount of activity of the account of the organization. An organization with a very active account will need to make reports more often than will one that has only a few transactions throughout the year. All organizations should file a report at the end of the term or school year.

These reports will be used by the business office in making its annual audit of the organization account. Another purpose of the report will be to call attention of the business office to any organization in a poor financial condition. The business office may be able to point out to the organization how it can remedy the situation before serious consequences occur.

6. The organizations should submit their records to the business office for an annual audit. This audit should be made at the end of the school term and could be completed during the summer months while there is little activity in most organization accounts.

The purpose of the audit will be to verify the accounts as shown by the annual report and to assure the incoming treasurer that the organization books are correct.

In connection with the audit of the records the books could be left in the business office during the summer months for safe keeping.

7. The colleges should encourage the sponsors to take a greater interest in the financial management of the student organization. The sponsor should be familiar with the procedures as established by the college and should urge the organizations to comply with these procedures. There will need to be the fullest cooperation between the business officer and the faculty sponsor if the financial operation of the organization is to be a successful one.

The recommended program of improvement for organization accounting procedures may sound like a large order but the inadequacy of the present organization accounting procedures is a serious problem. If the colleges will attack the problem systematically, improvements in the student organization accounting procedures can be made and the colleges will benefit not only by having financially sound student organizations but will benefit indirectly in improved relations with the community in which it is located.

APPENDIX

## APPENDIX A

## QUESTIONNAIRE ON ORGANIZATION ACCOUNTING

Institution \_\_\_\_\_ Enrollment \_\_\_\_\_

1. How are student organization accounts handled at your college?  
(a) By the individual organizations \_\_\_\_\_ (b) Through the college business office \_\_\_\_\_ (c) Other \_\_\_\_\_
2. If the accounts are handled by the college business office, how are funds deposited?  
(a) Separate bank account for each organization \_\_\_\_\_ (b) One account for all funds \_\_\_\_\_ (c) Other \_\_\_\_\_
3. What form of cash receipt records do organizations maintain?  
(a) No cash receipt record \_\_\_\_\_ (b) Uniform cash receipt books used \_\_\_\_\_ (c) Other \_\_\_\_\_
4. How are disbursements from the account made?  
(a) Business office writes check directly to firms \_\_\_\_\_  
(b) Check written by organization and countersigned by business officer \_\_\_\_\_ (c) Other \_\_\_\_\_
5. How are authorizations for payment of the accounts made?  
(a) By standard voucher form \_\_\_\_\_ (b) Approval marked on the invoice \_\_\_\_\_ (c) Other \_\_\_\_\_
6. Who authorized withdrawals from the account?  
(a) Organization president \_\_\_\_\_ (b) Organization treasurer \_\_\_\_\_  
(c) Organization secretary \_\_\_\_\_ (d) Other \_\_\_\_\_

7. Are accounts paid without an authorization from some member of the organization? Yes \_\_\_\_\_ No \_\_\_\_\_ Sometimes \_\_\_\_\_
8. Does the college charge for keeping the account? (a) Yes \_\_\_\_\_  
(b) No \_\_\_\_\_. How is this charge determined? \_\_\_\_\_  
\_\_\_\_\_
9. To what extent, if any, does the college assume responsibility for debts created by student organizations? \_\_\_\_\_  
\_\_\_\_\_
10. Does the college require that organizations budget their income and expenditures? (a) Yes \_\_\_\_\_ (b) No \_\_\_\_\_ Recommended but not required (a) Yes \_\_\_\_\_ (b) \_\_\_\_\_
11. Does your office give assistance in budget preparation? (a) Yes \_\_\_\_  
(b) No \_\_\_\_\_
12. What kind of records do most organizations keep? (a) Complete \_\_\_\_\_  
(b) Check stub records \_\_\_\_\_ (c) Check and voucher system \_\_\_\_\_  
(d) Other \_\_\_\_\_
13. What suggestion would you have for improving organization accounting? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
14. Would you please enclose samples of any forms used in student organization accounting.

## APPENDIX B

## LIST OF COLLEGES BY STATES

## Colorado

Colorado College, Colorado Springs.  
Colorado School of Mines, Golden.  
Rockmont College, Denver.  
Western State College of Colorado, Gunnison.

## Illinois

Aeronautical University, Inc., Chicago.  
Carthage College, Carthage.  
Concordia Teachers College, River Forest.  
Eastern Illinois State College, Charleston.  
Elmhurst College, Elmhurst.  
George Williams College, Chicago.  
Illinois College, Jacksonville.  
James Milikin University, Decatur.  
Knox College, Galesburg.  
Mommouth College, Mommouth.  
North Central College, Naperville.  
Northern Illinois State Teachers College, De Kalb.  
Olivet Nazarene College, Kankakee.  
Pestalozzi Froebel Teacher College, Chicago.  
Rockford College, Rockford.  
Rosary College, River Forest.  
St. Francis Xavier College for Women, Chicago.  
St. Procopius College, Lisle.  
Shurtleff College, Alton.  
Western Illinois State College, Macomb.

## Indiana

Earlham College, Richmond.  
Evansville College, Evansville.  
Fort Wayne Bible College, Fort Wayne.  
Franklin College of Indiana, Franklin.  
Goshen College, Goshen.  
Hanover College, Hanover.  
Huntington College, Huntington.  
Indiana Central College, Indianapolis.  
Manchester College, North Manchester.  
Marian College, Indianapolis.  
Rose Polytechnic Institute, Terre Haute.  
St. Joseph's College, Collegeville.  
Taylor University, Upland.  
Tri-State College, Angola.

## Iowa

Buena Vista College, Storm Lake.  
Central College, Pella.  
Chicago Evangelistic Institute, University Park.  
Coe College, Cedar Rapids.  
Cornell College, Mount Vernon.  
Grinnell College, Grinnell.  
Iowa Wesleyan College, Mount Pleasant.  
Loras College, Dubuque.  
Parsons College, Fairfield.  
Simpson College, Indianola.  
University of Dubuque, Dubuque.  
Upper Iowa University, Fayette.  
Wartburg College, Waverly.  
Westmar College, LeMars.

## Kansas

Baker University, Baldwin City.  
Bethany College, Lindsborg.  
Central College, McPherson.  
College of Emporia, Emporia.  
Friends University, Wichita.  
Hesston College, Hesston.  
Kansas State Teachers College, Emporia.  
Kansas State Teachers College, Pittsburg.  
Kansas Wesleyan University, Salina.  
McPherson College, McPherson.  
Manhattan Bible College, Manhattan.  
Miltonvale Wesleyan, Miltonvale.  
Mount St. Scholastica College, Atchison.  
Sacred Heart College, Wichita.  
St. John's Lutheran College, Winfield.  
Southwestern College, Winfield.

## Missouri

Central College, Fayette.  
Central Missouri College, Warrensburg,  
Christian College, Columbia.  
College of St. Teresa, Kansas City.  
Conception Seminary, Conception.  
Culver-Stockton College, Canton.  
Missouri Valley College, Marshall.  
Northwest Missouri State College, Maryville.  
Park College, Parkville.  
Rockhurst College, Kansas City.  
Southwest Missouri State College, Springfield.  
William Jewell College, Liberty.  
William Woods College, Fulton.

## Nebraska

Dana College, Blair.  
 Hasting College, Hastings.  
 Nebraska Central College, Central City.  
 Nebraska State Teachers College, Chadron.  
 Nebraska State Teachers College, Kearney.  
 Nebraska State Teachers College, Peru.  
 Nebraska State Teachers College, Wayne.  
 York College, York.

## New Mexico

Eastern New Mexico University, Portales.  
 New Mexico College of Agriculture and Mechanic Arts, State College.  
 New Mexico Highlands University, Las Vegas.  
 New Mexico Military Institute, Roswell.  
 New Mexico Western College, Silver City.

## Oklahoma

Bethany-Peniel College, Bethany.  
 East Central State College, Ada.  
 Northeastern State College, Tahlequah.  
 Northwestern State College, Alva.  
 Oklahoma Babbist University, Shawnee.  
 Oklahoma City University, Oklahoma City.  
 Panhandle Agricultural and Mechanical College, Goodwell.  
 Phillips University, Enid.  
 Southwestern State College, Weatherford.

## South Dakota

Black Hills Teachers College, Spearfish.  
 Dakota Wesleyan University, Mitchell.  
 General Beadle State Teachers College, Madison.  
 Northern State Teachers College, Aberdeen.  
 Sioux Falls College, Sioux Falls.  
 South Dakota School of Mines and Technology, Rapid City.  
 South Dakota State College of Agriculture and Mechanic Arts,  
 Brookings.  
 Southern State Teachers College, Springfield.  
 University of South Dakota, Vermillion.

## Texas

Butler College, Tyler.  
 Daniel Baker College, Brownwood.  
 East Texas Baptist College, Marshall.  
 Hardin-Simmons University, Abilene.  
 Howard Payne College, Brownwood.  
 McMurry College, Abilene.  
 Mary Hardin-Baylor College, Belton.



Southwestern Baptist Theological Seminary, Fort Worth.  
Southwestern University, Georgetown.  
Texas College, Tyler.  
Texas Wesleyan College, Fort Worth.  
Trinity University, San Antonio.  
University of Corpus Christi, Corpus Christi.  
Wayland Baptist College, Plainview.  
Wiley College, Marshall.

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Carlson, T. C., "Audit and Control of Finances of Student Organizations," Proceedings of the Central Association of College and University Business Officers, 1924. Pp. 49-51. (Photostat copy.)

This paper directed attention to some of the weaknesses to be encountered in student organization accounting.

Erwin, E. S. and Corley, J. S., "Control of Student Body Affairs," Proceedings of the Western Association of College and University Business Officers, 1939. Pp. 53-61. (Photostat Copy.)

This paper was a general statement of the problems of student organizations in the larger universities. No specific recommendations were given and it was not too applicable to the problem under consideration.

Hand, Harold G., Campus Activities. New York: McGraw-Hill Book Co., Inc., 1931. 357 pp.

This book contained information and recommendations on all campus activities. One chapter was written on financing campus activities and indicated some of the problems to be met in financing student activities.

Russell, John Dale, The Finance of Higher Education. Chicago: The University of Chicago Press, [c 1944]. 361 pp.

This book was written to outline the problems of the management of business and financial affairs in the institutions of higher education and to present the best possible solution to those problems. Some of the same problems are encountered on a smaller scale in student organizations.

Webber, C. A., "Institutional Control of Finances of Student Organizations," Proceedings of the Central Association of College and University Business Officers, 1937. Pp 100-104. (Photostat copy)

This paper outlines the control of finances of student organizations at the University of Illinois.